**State of Washington
Utilities & Transportation Commission**

**Human Resource
Management Report**

Plan & Align
Workforce

Hire
Workforce

Deploy
Workforce

Reinforce
Performance

Develop
Workforce

October 2009

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & performance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Ultimate Outcomes** — **Employees are committed to the work they do & the goals of the organization; Productive, successful employees are retained; State has workforce depth & breadth needed for present and future success**
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

2

Executive Summary

Performance Measure	Status	Action Priority [e]	Comments
PLAN & ALIGN WORKFORCE			
Management profile [a]	13.2% = "Managers"; 19.9% = WMS only	H	WMS control point = 28.5%
% employees with current position/competency descriptions [b]	100.00%	H	Revised standard competencies.
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies [c]	53.9 avg days to hire (of 7 vacancies filled)	M	Average down from 68 days.
Candidate quality ratings [c]	88.8% cand. interviewed had competencies needed 100% mgrs said they were able to hire best candidate	H	Right people in the right job is a priority.
Hiring balance (% types of appointments) [c]	40% promo; 18% new hires; 18% transfers; 18% exempts; 6% other	M	Internal candidates developed to compete for openings.
Number of separations during post-hire review period [c]	I	H	One voluntary separation.
DEPLOY WORKFORCE			
Percent employees with current performance expectations [b]	97.00%	H	Adopted revised standard competencies to better align with business priorities.
Overtime usage: (monthly average) [c]	0.20 hours (per capita); 2.65% of EEs receiving OT	M	Below state average.
Sick leave usage: (monthly average) [c]	5.3 hours (per capita)	M	Below state average.
# of non-disciplinary grievances [c]	0 grievances	L	
# of non-disciplinary appeals & Dir's Reviews filed [c]	0 appeals, 0 Director's Reviews	L	
DEVELOP WORKFORCE			
Percent employees with current individual training plans [b]	97.00%	H	Core required & developmental.
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations [b]	97.00%	H	Monitoring quality.
Number of formal disciplinary actions taken [c]	I	M	
Number of disciplinary grievances and appeals filed [c]	1 grievances; 0 appeals	M	Resolved at mediation.
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) [c]	4.00%	M	Possibly influenced by recession.
Diversity Profile [a]	51% female; 15% people of color; 83% 40+; 4% with disabilities	M	Looking for ways to increase diversity where needed.
Employee survey overall average rating [d]	3.97, 3.89 survey responses	H	Waitiing to analyze 2009 results.

a) Data as of 6/30/09

b) Data as of 6/30/09 **or** agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey.

e) Action Priority: H=High, M+Medium, L=Low For those

For those measures that have action steps.

3

Plan & Align Workforce

Management Profile

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

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WMS Employees Headcount =27.0

Percent of agency workforce that is WMS = 19.9%

All Managers* Headcount = 18

Percent of agency workforce that is Managers* = 13.2%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Washington Management Service Headcount Trend

Data Time Period: 7/1/2008 through 6/30/2009

WMS Management Type
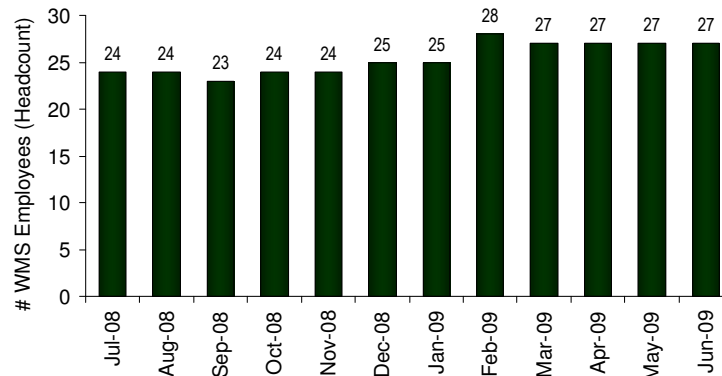
Management	13
Consultant	14
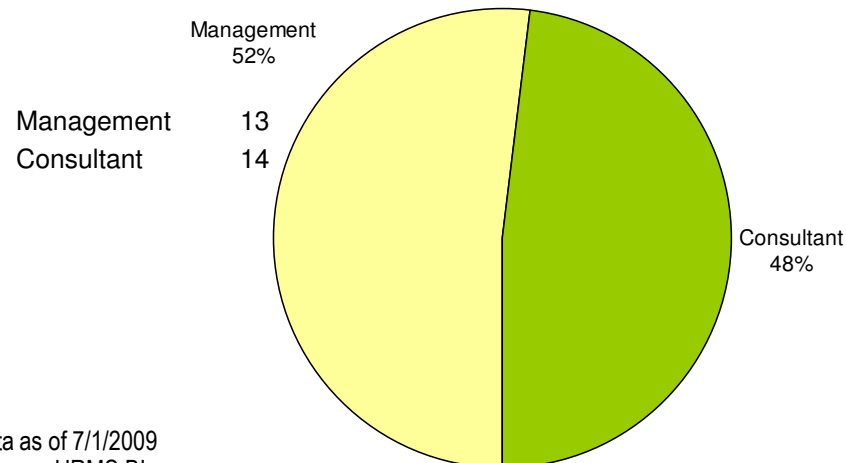
Data as of 7/1/2009
Source: HRMS BI

Analysis:

- **WMS Control Point: 28.5%**

- WMS positions remain below the control point.

- When a WMS position is vacated, the agency evaluates whether the position needs to be refilled as WMS or allocated elsewhere.

- In July 2009, all section managers developed business plans for the new fiscal year.

- On July 15, senior management adopted revised supervisory competencies to better align with business priorities.

- As part of he *New Employee Orientation for supervisors,* an HR consultant meets with the new supervisor and provides a copy of the Position Description, last Performance and Development Plan (PDP) feedback and current expectations for each direct report. Due dates are provided and timeliness emphasized.

Action Steps: (What, by whom, by when)

- Division directors will monitor progress toward goals identified in section work plans on a regular basis throughout the fiscal year.

- Section managers will develop new business plans in July 2010 for the next fiscal year.

- Supervisors will use the revised standard core and supervisory competencies as expectations in PDPs as they become due for their direct reports. By October 1, 2010, all PDPs will include the revised standard competencies.

4

Plan & Align Workforce

Current Position/Competency Descriptions

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Agency Priority: High

> **Percent employees with current position/competency descriptions = 100%***

*Based on 112 of 112 reported employee count
 Applies to employees in permanent positions, both WMS & GS

The reported employee count excludes our 18 exempt and 7 non-permanent employees.

Analysis:

- Agency supervisors and other subject-matter experts were provided job analysis training on February 3 and April 2, 2009.

- In February, teams of human resource consultants and subject-matter experts began a project to update and finalize job analysis for all positions. Results will be documented in the position descriptions.

- A copy of the DOP Position Description form is preloaded with the revised standard competencies and is posted in our internal forms library in SharePoint.

Action Steps: (What, by whom, by when)

- By December 31, 2009, teams will have completed the job analysis and documentation for job classes most commonly used within the commission.

- By June 30, 2010, job analysis documentation will be on file for all positions.

- By June 30, 2010, agency supervisors will update the position descriptions for their direct reports based on the job analysis to include the revised standard competencies and any position-specific competencies identified.

Data as of 06/30/2009
Source: Agency Tracked Data

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures
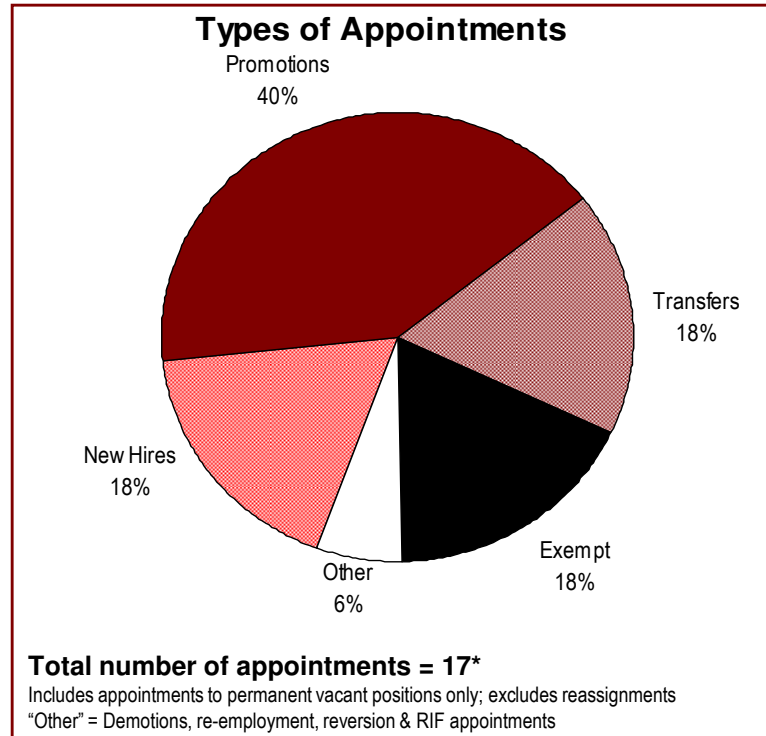
Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: Medium

Time-to-Hire Funded Vacancies

Average number of days to hire*:   **53.9**

Number of vacancies filled: **7**

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: High

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = **16**   Percentage = **88.8**%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = **7**   Percentage = **100**%

Hiring managers indicating "no":

Number = **0**   Percentage = **0**%

Analysis:

- A recruitment checklist and related internal measures are used to help drive the recruitment process within established timelines.

- A resource library of proven candidate sources is updated based on experience over time.

- Recruiters regularly participate in the quarterly Recruiters Roundtable to network and stay current with trends.

- A recruiter attended the September 9, 2009 meeting hosted by DOP on clerical skills testing using the OPAC system.

Action Steps: (What, by whom, by when)

- Using the results of the updated job analysis, recruiters will work with management and subject-matter experts to develop updated screening and assessment tools beginning July 2010 to use in conjunction with whatever is provided via shared services.

- Recruiters will participate in forums or trainings offered by DOP for the new e-recruit and assessment system when they are offered.

Data Time Period: 7/1/2008 through 6/30/2009
Source: Agency Tracked Data

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Medium

Types of Appointments

Promotions
40%

Transfers
18%

Exempt
18%

Other
6%

New Hires
18%

Total number of appointments = 17*

Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: High

Separation During Review Period

Probationary separations – Voluntary	1
Probationary separations – Involuntary	0
Total Probationary Separations	*1*
Trial Service separations – Voluntary	0
Trial Service separations – Involuntary	0
Total Trial Service Separations	*0*
Total Separations During Review Period	**1**

Data Time Period: 7/1/2008 through 6/30/2009
Source: HRMS BI

Analysis:

- One WMS Manager voluntarily left during the review period to move out of state because of a spouse's job offer.

- Supervisors are expected to closely monitor staff performance during any review period.Three electronic notices are sent through e-mail to remind supervisors when a review period will be ending.

- As part of our outreach efforts to attract future candidates, the commission participated in the University of Washington School of Law's Public Service Externship Program from June 22 through August 28, 2009.

Action Steps: (What, by whom, by when)

- Supervisors are expected to extend a review period, as needed, to allow enough time for an employee to demonstrate the competencies needed for success in the position.

- Supervisors are expected to revert or terminate employment when an employee does not successfully meet performance expectations during a review period.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.
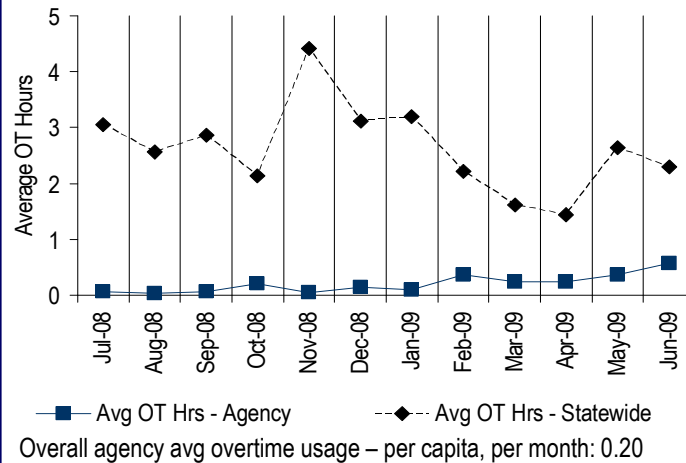
Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: High

> **Percent employees with current performance expectations = 97%***

*Based on 109 of 112 reported employee count
Applies to employees in permanent positions, both WMS & GS

The reported employee count excludes our 18 exempt and 7 non-permanent employees.

Analysis:

- Supervisors are coached to make sure that Performance and Development Plan expectations clearly state the expected outcome or output and how it will be measured.

- Expectations will include the new standard core and supervisory competencies, along with any position-specific competencies relevant to the performance period.

- Beginning 4th quarter 2008, HR consultants have evaluated a random sampling of PDPs submitted during each calendar quarter to assess quality.

Action Steps: (What, by whom, by when)

- At the HR internal GMAP session scheduled for February 2010, results of the quarterly PDP quality assessments will be reported to senior management to determine any action needed.

Data as of 06/30/2009
Source: Agency Tracked Data

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Usage

Agency Priority: Medium

Average Overtime (per capita) *

Average OT Hours

- Avg OT Hrs - Agency
- Avg OT Hrs - Statewide

Overall agency avg overtime usage – per capita, per month: 0.20

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

% Employees Receiving Overtime *

Percent Employees

- Pct EE's w/OT - Agency
- Pct EE's w/OT - Statewide

Overall agency avg employees receiving overtime per month: 2.65%**
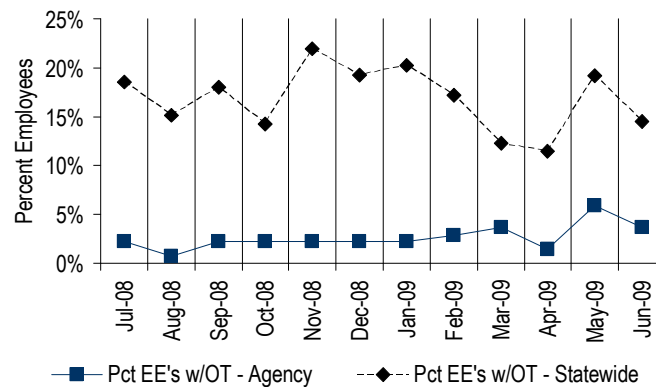
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 7/1/2008 through 6/30/2009
Source: HRMS BI

Overtime Cost - Agency

Month	Cost
Jun-09	$4,106
May-09	$3,041
Apr-09	$1,798
Mar-09	$1,571
Feb-09	$3,214
Jan-09	$709
Dec-08	$924
Nov-08	$287
Oct-08	$1,499
Sep-08	$513
Aug-08	$150
Jul-08	$190
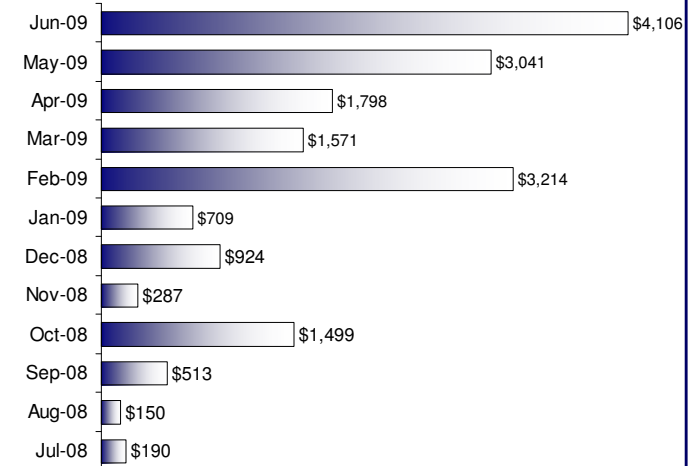
Analysis:

- The agency met its 6/30/09 deadline to review 51 WGS positions designated as overtime exempt. The review was prompted by Department of Labor findings in other state agencies. As a result, the overtime eligibility designation changed to overtime eligible for 20 positions.

- To equip supervisors to better manage the newly designated overtime-eligible positions, HR and Payroll met twice with agency supervisors to answer questions about rules and contract requirements for overtime-eligible positions. A "Q&A " was developed and distributed to supervisors as a guidance document. Also, during training on the 2009-2011 Master Agreement, the overtime articles were reviewed with supervisors.

- An HR consultant met one-on-one with every incumbent employee (and the supervisor) for positions where the designation changed to provide information and answer questions.

Action Steps: (What, by whom, by when)

- Financial Services prepares a management report after each pay period which includes overtime worked.

9

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

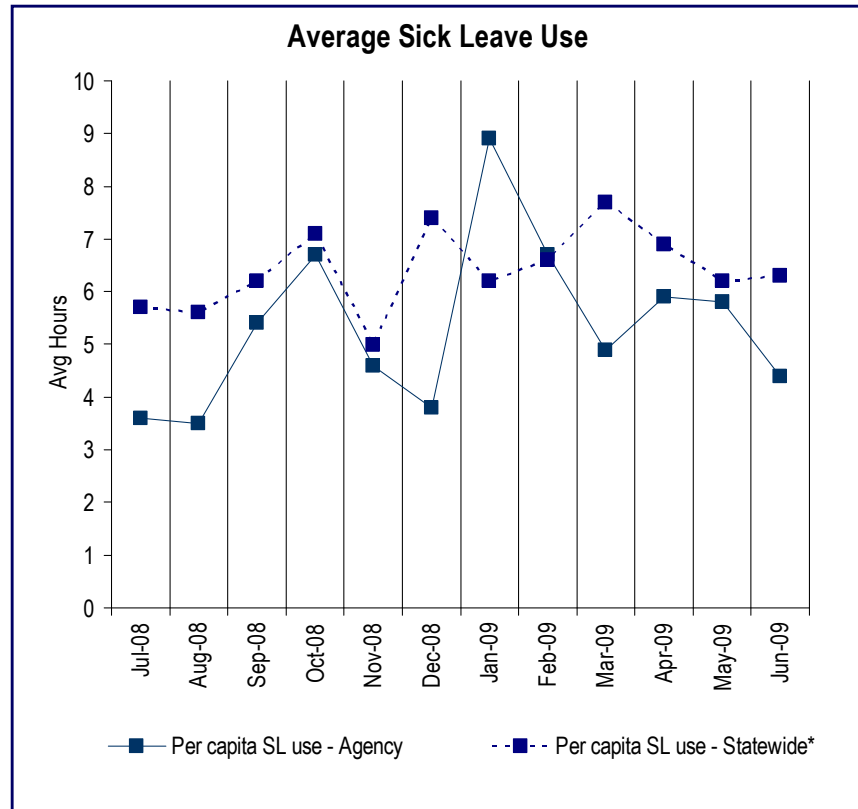Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Sick Leave Usage

Agency Priority: Medium

Average Sick Leave Use

Legend: ■— Per capita SL use - Agency   - -■- - Per capita SL use - Statewide*

Analysis:

- Flu shots were provided on-site on September 24, 2009.

- Hand-washing signs are posted throughout the agency as a reminder.

- Hand-sanitizing dispensers are mounted on walls at strategic locations throughout the agency.

- Yoga, massage and other wellness activities are offered on site during lunch or break periods to promote employee health and well being.

- Supervisors are expected to address suspected abuse of sick leave at first indication.

- When consulting with employees at the sign of a potential problem, supervisors and HR staff remind employees that the Employee Advisory Service is available to try to help turn problems around before they progress.

Action Steps: (What, by whom, by when)

- Continue current efforts and look for new ways to promote safety and wellness.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	Avg SL Balance (per capita) – Statewide*
5.3 Hrs	328.5 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/1/2008 through 6/30/2009
Source: HRMS BI

10

Deploy Workforce

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

The UTC had no non-disciplinary grievances for the period July 2008 through June 2009.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Data Time Period: 7/1/2008 through 6/30/2009
Source: Agency Tracked Data

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

The UTC had no non-disciplinary appeals for the period July 2008 through June 2009.

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: High

> **Percent employees with current individual development plans = 97***

*Based on 109 of 112 reported employee count
 Applies to employees in permanent positions, both WMS & GS

The reported employee count excludes our 18 exempt and 7 non-permanent employees.

Analysis:

- Core required training is identified in Part 2 of the PDP when performance expectations are set within 30 days of hire.

- Human Resources monitors and schedules core required refresher training.

- At the agency managers meeting in September, managers were encouraged to conduct an analysis comparing the competencies needed for the positions they supervise against the current skill levels of existing staff to identify any gaps for development opportunities. The information will also be used for succession planning.

- The Administrative Law Division implemented a mentoring program for new and less senior judges to provide an opportunity to work with one or more senior judges and other commission staff to gain proficiency in the work of the agency. The program provides a means to transfer knowledge about specific industries the commission regulates and recurring issues before the commission.

Action Steps: (What, by whom, by when)

- An HR consultant is working with management to identify and document by December 31, 2009, any technical training needed to maintain required certifications.

- By April 30, 2010, the Director of the Administrative Law Division will assess the effectiveness of the new mentoring program and make improvements where needed.

  A matrix of staff expertise will be used by the Administrative Law Division Director to assign mentors as needed.

Data as of 06/30/2009
Source: Agency Tracked Data

Reinforce Performance

Current Performance Evaluations

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Agency Priority: High

> **Percent employees with current performance evaluations = 97%***

*Based on 109 of 112 reported employee count
Applies to employees in permanent positions, both WMS & GS

The reported employee count excludes our 18 exempt and 7 non-permanent employees.

Analysis:

- There is a continued emphasis from executive and senior management to complete timely and meaningful performance evaluations.

- An employee confidence survey was conducted in the fall of 2008 to assess readiness for performance management confirmation. Results indicated that the agency needed more consistency in evaluating competencies across the agency.

  In response, revised standard core and supervisory competencies were adopted by senior management in July 2009 and will be used in all Performance and Development Plans beginning September 2009.

- The agency's Praise and Recognition committee surveyed staff and reported back to agency management about the types of recognition most meaningful to employees.

Action Steps: (What, by whom, by when)

- Supervisors are expected to use the information shared by the Praise and recognition Committee to provide more immediate recognition to employees that demonstrate strong or exceptional performance.

- Supervisors are expected to address performance and attendance issues at the first sign of a problem and use interim performance reviews to set clear expectations and document progress. If needed, an employee will be placed on a more structured work plan .

Data as of 06/30/2009
Source: Agency Tracked Data

14

Reinforce Performance

Formal Disciplinary Actions

Agency Priority: Medium

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	1
Demotions	0
Suspensions	0
Reduction in Pay*	0
Total Disciplinary Actions*	**1**

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Performance.

Analysis:

- Supervisors are coached to meet with an employee at the first sign of a performance issue to offer assistance and set clear expectations going forward.

- Review periods are extended if more time is needed to evaluate performance.

- The Employee Assistance Program is routinely offered to employees who seem to be struggling in an effort to prevent performance issues from developing.

Action Steps: (What, by whom, by when)

- Supervisors will continue to address performance at the first sign of a problem in an effort to correct the problem before it escalates.

- Tools available for corrective action will be used in an effort to turn performance problems around before they escalate into disciplinary actions.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
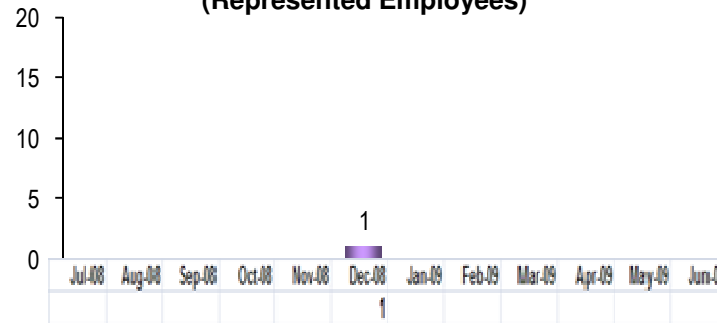
Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: Medium

Disciplinary Grievances (Represented Employees)

Total # Disciplinary Grievances Filed: 1

Disposition (Outcomes) of Disciplinary Grievances

- Resolved at mediation.

*Outcomes issued by Personnel Resources Board

Data Time Period: 7/1/2008 through 6/30/2009
Source: HRMS Grievance Tracking

16

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures
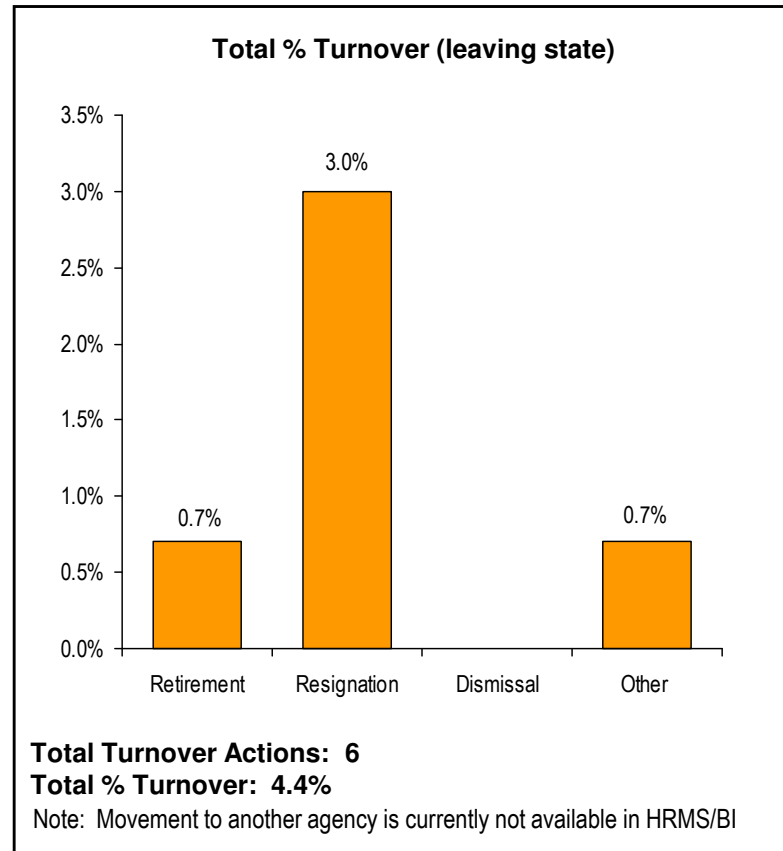
Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: Medium

Total % Turnover (leaving state)

Retirement	0.7%
Resignation	3.0%
Dismissal	
Other	0.7%

Total Turnover Actions: 6
Total % Turnover: 4.4%
 Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- The agency conducts exit interviews to monitor for trends and assesses results of actions taken to address any issues identified.

- The tight labor market may have had some affect on our turnover this period.

Action Steps: (What, by whom, by when)

- Continue exit interviews and succession planning efforts.

- Continue to monitor Labor Market and Economic Analysis trend reports.

Workforce Diversity Profile

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

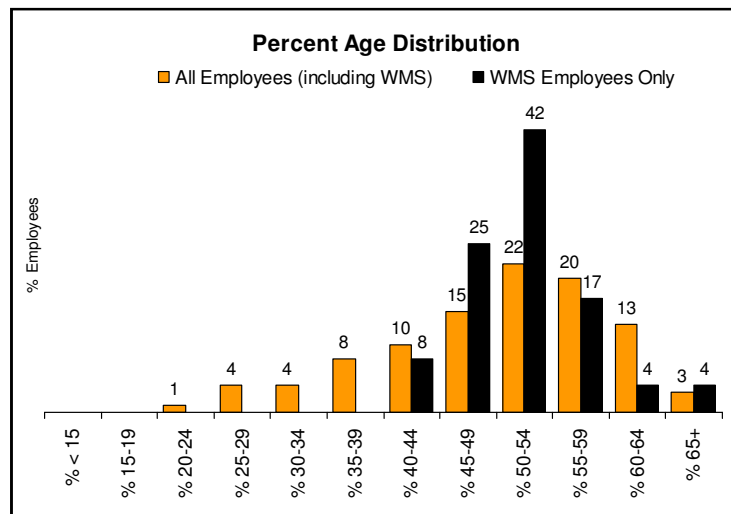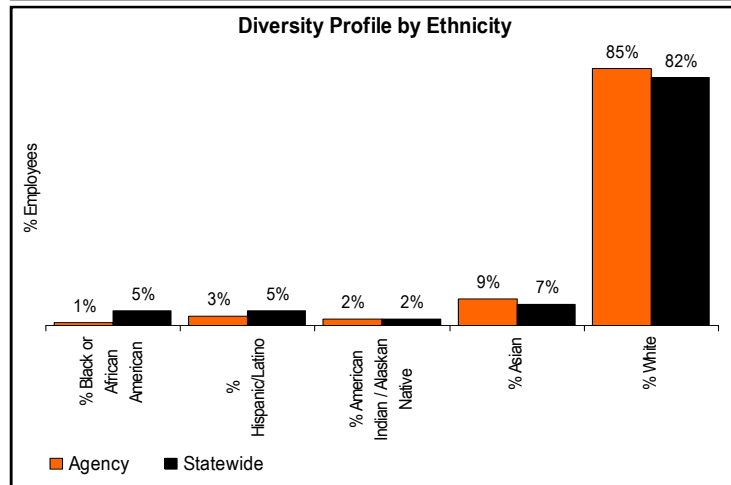**Workforce Diversity Profile**

Employee Survey Information

Retention measure (TBD)

Agency Priority: Medium

	Agency	State
Female	51%	53%
Persons w/Disabilities	4%	4%
Vietnam Era Veterans	9%	6%
Veterans w/Disabilities	2%	2%
People of color	15%	18%
Persons over 40	83%	74%

Diversity Profile by Ethnicity

% Employees

	% Black or African American	% Hispanic/Latino	% American Indian / Alaskan Native	% Asian	% White
Agency	1%	3%	2%	9%	85%
Statewide	5%	5%	2%	7%	82%

■ Agency ■ Statewide

Percent Age Distribution

■ All Employees (including WMS) ■ WMS Employees Only

% Employees

Age	All Employees	WMS Employees Only
% < 15		
% 15-19		
% 20-24	1	
% 25-29	4	
% 30-34	4	
% 35-39	8	
% 40-44	10	8
% 45-49	15	25
% 50-54	22	42
% 55-59	20	17
% 60-64	13	4
% 65+	3	4

Analysis:

- An agency recruiter regularly attends meetings of the *Washington State Diversity Employment Network* and the *South Sound Diversity Network*.

- Refresher Diversity training was provided for all staff in spring 2009.

- This year's fall training forum will include the following diversity offerings:

  1. Blindsided (Presented by Services for the Blind.)

  2. Native American Storyteller (Presented by an agency employee.)

  3. Chinese Culture (Presented by several agency employees.)

Action Steps: (What, by whom, by when)

- Recruiters will remain involved with various networks and continue to search for new sources of diversity candidates.

Data as of 6/30/2009
Source: HRMS BI

Employee Survey Ratings

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Agency Priority: High

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.85	3.80
2) I receive the information I need to do my job effectively.	4.11	3.91
3) I know how my work contributes to the goals of my agency.	4.44	4.26
4) I know what is expected of me at work.	4.40	4.13
5) I have opportunities at work to learn and grow.	4.01	3.76
6) I have the tools and resources I need to do my job effectively.	4.11	3.98
7) My supervisor treats me with dignity and respect.	4.54	4.37
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.73	3.80
9) I receive recognition for a job well done.	3.33	3.55
10) My performance evaluation provides me with meaningful information about my performance.	3.63	3.79
11) My supervisor holds me and my co-workers accountable for performance.	3.98	4.12
12) I know how my agency measures its success.	3.46	3.30
13) My agency consistently demonstrates support for a diverse workforce.	N/A	3.77
Overall average:	3.97	3.89
Number of survey responses:	83	128

Data as of November 2007
Source: Statewide Employee Survey

Analysis:

- The commission uses the following communication strategies to help keep employees engaged at all levels:

1) Decisions made at bi-weekly meetings of the Directors Group are communicated the following week at the regular bi-weekly meeting of the Senior Management Team (SMT) for implementation. Meeting minutes from the SMT meeting are shared with all agency supervisors within the same week to let them know what's coming.

2) Bi-monthly meetings of all agency managers are coordinated by a team of three managers on a rotational basis to share information and discuss issues and trends.

3) Managers and policy staff huddle every Monday morning to review work planned for the coming week and share emerging issues. The meeting minutes are passed on the same day to all agency managers to share with their staff, as appropriate.

4) Quarterly all staff meetings are coordinated on a rotational basis by staff of each division to share information directly with all employees.

Action Steps: (What, by whom, by when)

- Management added additional questions to the September 2009 Statewide Employee Survey to measure against a baseline established a year ago to assess readiness for Performance Management Confirmation.

- All employee survey results will be evaluated by the Director's Group and senior management. Action items will be identified by March 31, 2010.